Washington State Government Performance and Accountability

"Raising the Bar" – Leadership Summit
June 28, 2007

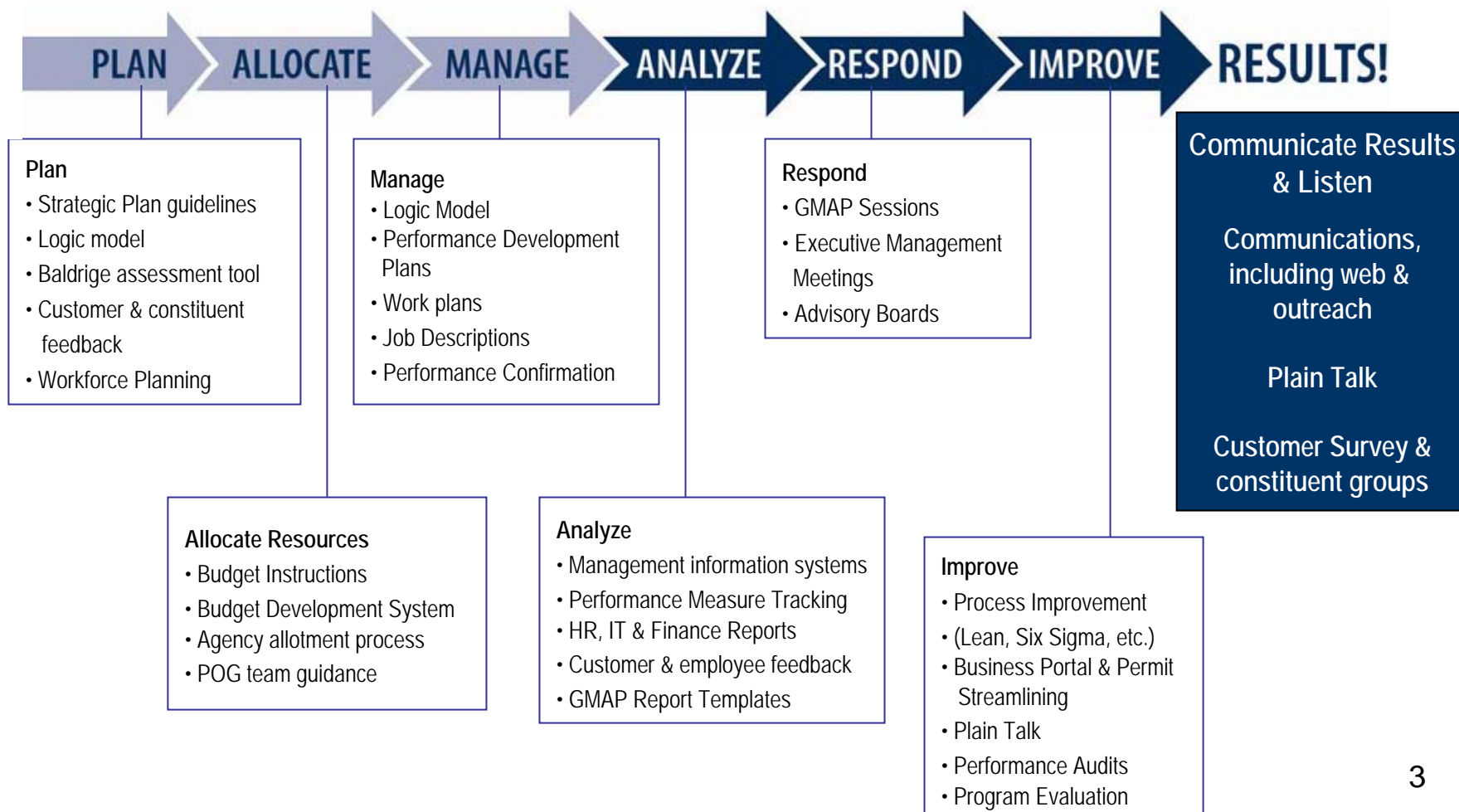## *Connecting People to Results – The Key to Motivation*

Presentation by Larisa Benson, Director

Government Management Accountability & Performance

Office of Governor Chris Gregoire

Governor Gregoire's Leadership Values

➢   Strategic

➢   Responsive

➢   Accountable

Management Framework

GMAP = Analyze – Respond – Improve

PLAN ⟩ ALLOCATE ⟩ MANAGE ⟩ ANALYZE ⟩ RESPOND ⟩ IMPROVE ⟩ **RESULTS!**

Plan
- Strategic Plan guidelines
- Logic model
- Baldrige assessment tool
- Customer & constituent feedback
- Workforce Planning

Manage
- Logic Model
- Performance Development Plans
- Work plans
- Job Descriptions
- Performance Confirmation

Respond
- GMAP Sessions
- Executive Management Meetings
- Advisory Boards

Communicate Results & Listen

Communications, including web & outreach

Plain Talk

Customer Survey & constituent groups

Allocate Resources
- Budget Instructions
- Budget Development System
- Agency allotment process
- POG team guidance

Analyze
- Management information systems
- Performance Measure Tracking
- HR, IT & Finance Reports
- Customer & employee feedback
- GMAP Report Templates

Improve
- Process Improvement
- (Lean, Six Sigma, etc.)
- Business Portal & Permit Streamlining
- Plain Talk
- Performance Audits
- Program Evaluation

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You have inspired us, too!

Employment Security Job Placement Rates Doubled in Pierce County in Four Months
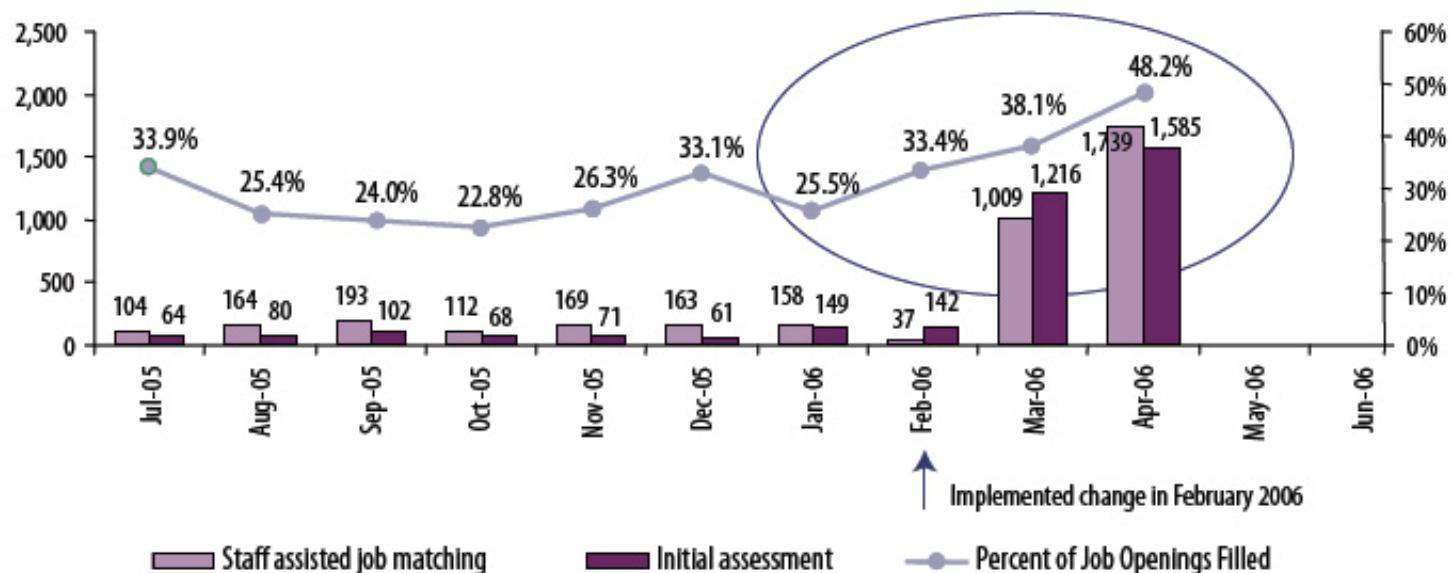
MOTIVATION

*How can you convince people
to pursue the organizational mission
with energy and intelligence?*

8 Purposes that Public Managers have for Measuring Performance

1. Evaluate
2. Control
3. Budget
4. Motivate
5. Learn
6. Improve
####### 7. Promote
######## 8. Celebrate

Purposes for Measuring Performance

1. Evaluate

2. Control

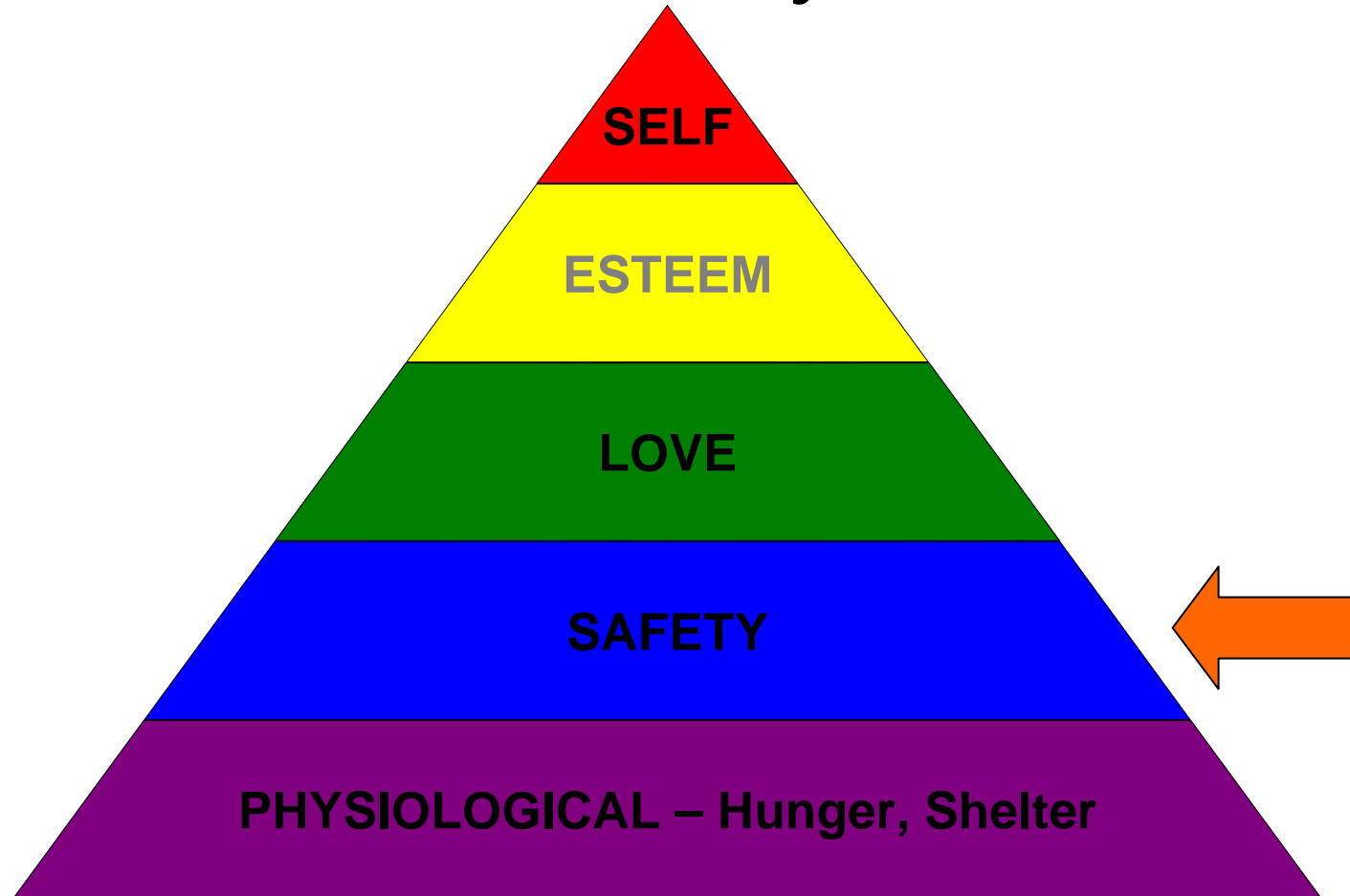# 4. Motivate

3. Budget

4. Motivate

5. Learn

6. Improve

7. Promote

8. Celebrate

Who do I need to motivate?

- *line staff*
- *middle managers*
- *private and nonprofit partners*
- *stakeholders*
- *citizens*
- *anyone else who has to do something in order for us to get results!*

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What motivates human beings?

Maslow's Hierarchy of Needs

SELF

ESTEEM

LOVE

SAFETY

PHYSIOLOGICAL – Hunger, Shelter

Abraham Maslow, *A Theory of Human Motivation* (1943)

The Need for Respect (or "esteem" -- Maslow)
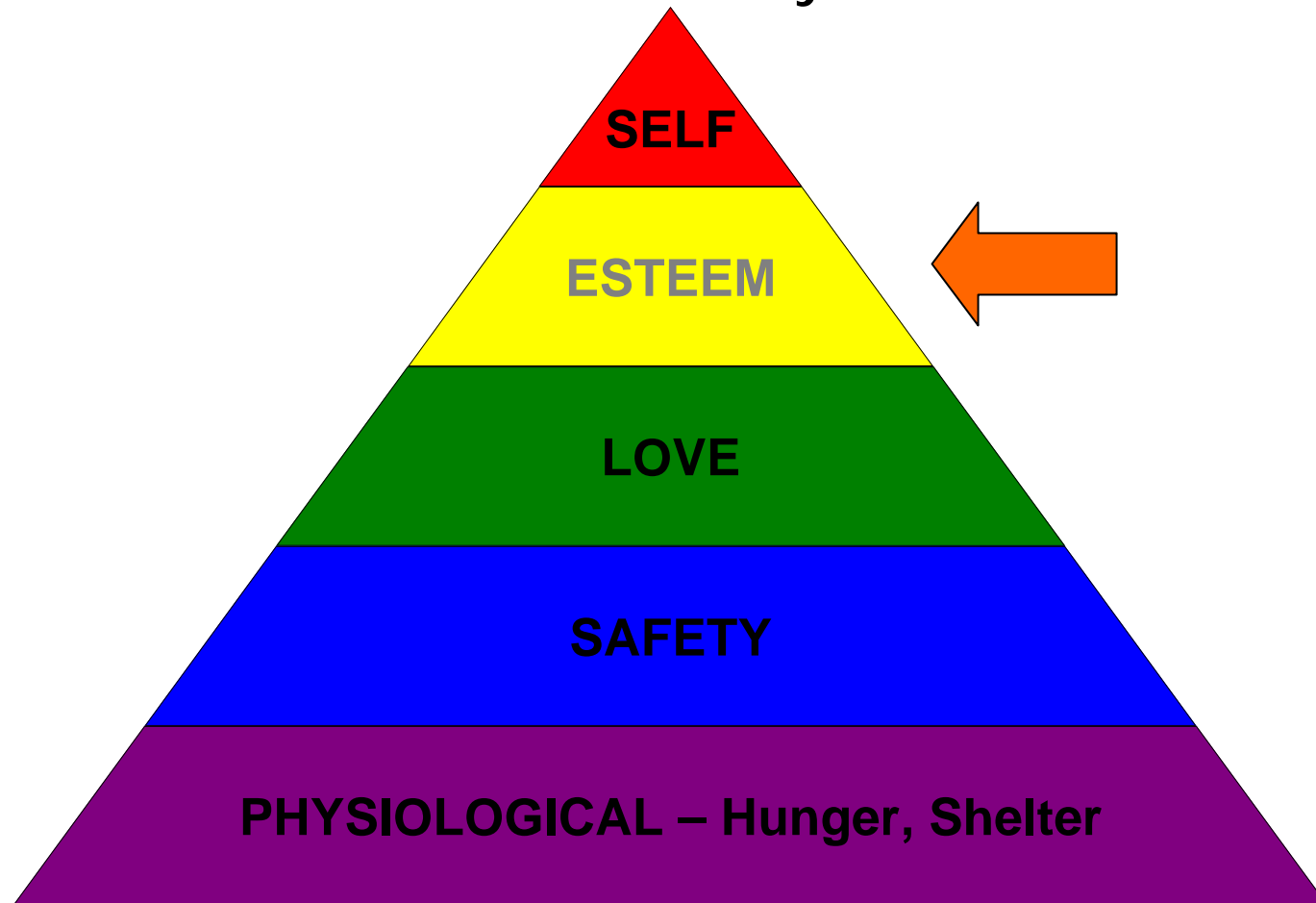
Self-respect
(or self-esteem)

- Capacity
- Achievement
- Strength
- Confidence
- Independence
- Freedom

Respect of others

- Reputation
- Prestige
- Recognition
- Attention
- Importance
- Appreciation

Being useful and necessary in the world

Maslow's Hierarchy of Needs

SELF

ESTEEM

LOVE

SAFETY

PHYSIOLOGICAL – Hunger, Shelter

Abraham Maslow, *A Theory of Human Motivation* (1943)

Sources of Satisfaction at Work

According to Frederick Herzberg, 1967

Satisfaction

- Achievement
- Recognition
- Work Itself
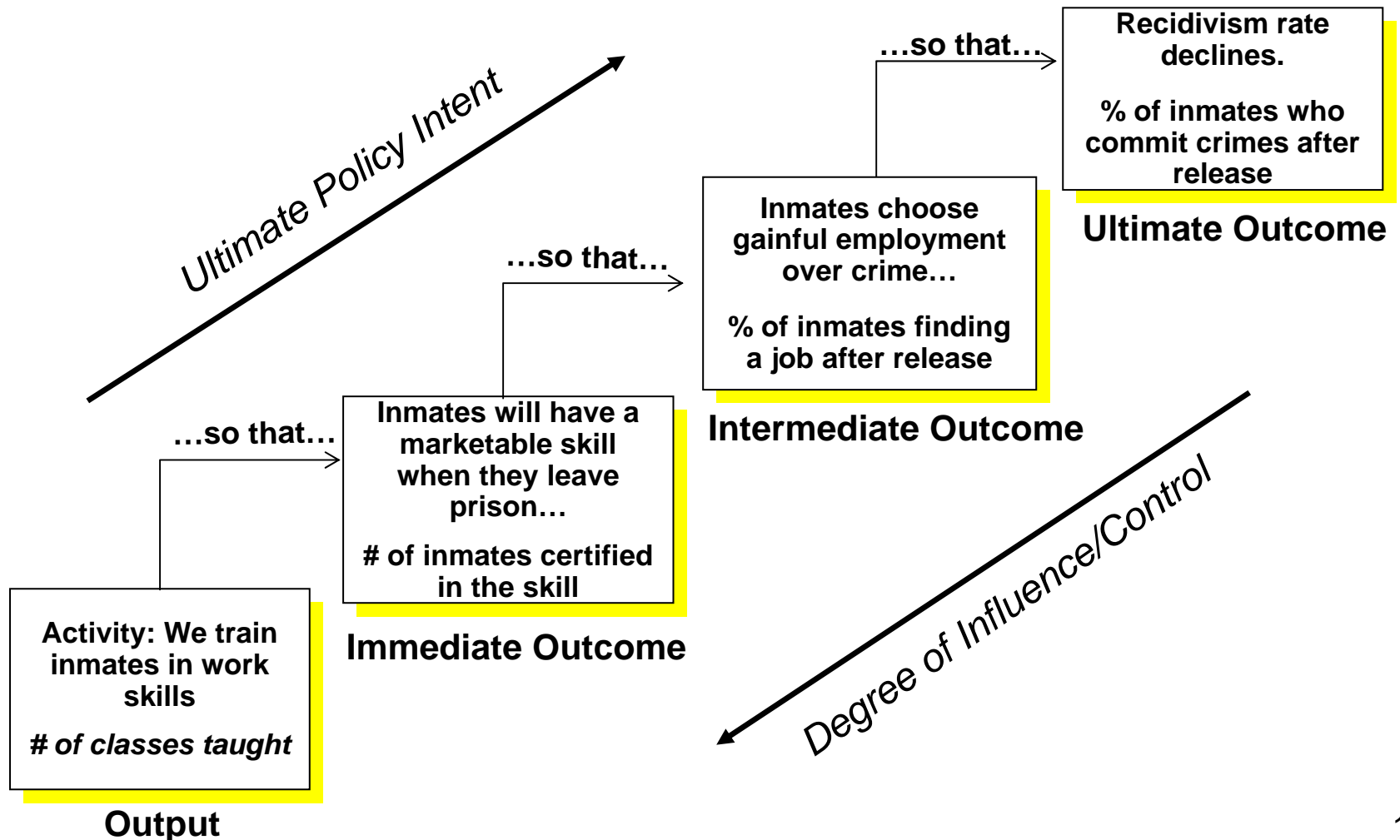- Responsibility
- Advancement
- Growth

Dissatisfaction

- Company policy
- Supervisor
- Salary
- Job Security
- Working Conditions
- Peers

Connecting People to Results

Key to Motivation

Department of Corrections Sample Logic Model

Ultimate Policy Intent

Degree of Influence/Control

Recidivism rate declines.

% of inmates who commit crimes after release

Ultimate Outcome

…so that…

Inmates choose gainful employment over crime…

% of inmates finding a job after release

Intermediate Outcome

…so that…

Inmates will have a marketable skill when they leave prison…

# of inmates certified in the skill

Immediate Outcome

…so that…

Activity: We train inmates in work skills

# of classes taught

Output

"Pooled human **motivation** is the engine of all group endeavors."

-- Abraham Maslow

The Art of Setting Targets

➤ The real art of setting performance targets is to create challenging but achievable targets.

➤ The best targets are those that stretch the capacities of people and programs, but are, nonetheless, possible.

➤ These will result in genuine improvement while building employee pride and confidence.

Targets Need a Rationale

➢ Baseline (your own performance trends)

➢ Benchmark (comparative performance)

➢ Industry standard

➢ Mandated (aka "spec")

➢ Negotiated

➢ Customer driven requirements

Targets are Influenced By

- ➢ Policy priorities

- ➢ Budget constraints

- ➢ Customer expectations

- ➢ Changing conditions

- ➢ Technology

- ➢ Operational Capacity

- ➢ Politics

Targets should be based on:

- ➢ Past performance

- ➢ Performance of other organizations

- ➢ Service or industry norms or benchmarks

- ➢ Market research

- ➢ Legislative mandates

- ➢ Customer demand

- ➢ Availability of resources

Using Targets to Motivate

1. Involve others in target setting, and communicate the rationale for the target

2. Make targets visible

3. Communicate regularly and clearly

4. The leaders focus their own, personal energies on them

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Source: adapted from Robert Behn

The Leader's Role
in Creating a Learning Environment

➢ Bring issues into focus

➢ Ask critical questions and give straight answers

➢ Create and maintain atmosphere of open and honest dialogue

➢ Set expectations of behavior – and model them

➢ Recognize accomplishments and risk taking

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Excerpted from a 12/1/03 presentation to Governor Gary Locke's Cabinet by former
Washington State Patrol Chief Ronal Serpas, PhD

Taking Risks

Risk taking can be fostered when the leader recognizes that efforts made for the right reasons may nonetheless sometimes fail. The response to these failures, in a public and positive way, sends the unmistakable message that risk taking in the pursuit of commendable goals can become positive learning experiences for all, will be tolerated, and in fact is encouraged.

-- Former WSP Chief Ronal Serpas

How do YOU create a culture of respect and performance?

People hold people accountable.

Systems do not hold people accountable.

We hold each other – and ourselves – accountable.

Assume in all your people the impulse to achieve.

-- Abraham Maslow